

GOVERNOR-ELECT TRANSITION DOCUMENT TIER 2 - EXPANDED DESCRIPTION

**Washington Department of Fish and Wildlife
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Olympia, Washington**

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Olympia, Washington 98501-1091

Website: <http://wdfw.wa.gov>

Regional Offices: Region 1 – Spokane
Region 2 – Ephrata
Region 3 – Yakima
Region 4 – Mill Creek
Region 5 – Vancouver
Region 6 – Montesano

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October 29, 2004

WASHINGTON STATE DEPARTMENT OF FISH AND WILDLIFE

September 2004

Fish & Wildlife Commission
 Will Roehl, Chair
 Ron Ozment, Vice Chair
 John Hunter
 Holly Ledgerwood
 Lisa Pelly
 Pete Schroeder
 Fred Shiosaki
 Bob Tuck
 R.P. "Van" Van Gytenbeek
 Susan Yeager, Executive Assist.
 Nancy Burkhart, Secretary Admin.

Jeff Koenings
Director

Aletta Early
Admin. Support
Staff

Larry Peck
Deputy Director

Penny Cusick
Personnel
Manager

Michael Cheney
Internal Auditor

Phil Anderson
Intergovernmental
Resource Mgmt.

Lew Atkins
Fish Program

Dave Brittell
Wildlife Program

Greg Hueckel
Habitat Program

Bruce Bjork
Enforcement

Jim Lux
Business
Services

Tim Waters
Public Affairs

Tom Davis
Legislative &
External Affairs

John Andrews
Region 1 Director

Dennis Beich
Region 2 Director

Jeff Tayer
Region 3 Director

Bob Everitt
Region 4 Director

Guy Norman
Region 5 Director

Sue Patnude
Region 6 Director

➤ Ferry, Stevens, Pend Oreille,
Lincoln, Spokane, Whitman,
Walla Walla, Columbia, Asotin,
Garfield

➤ Okanogan, Chelan,
Douglas, Grant, Adams

➤ Kittitas, Yakima,
Benton, Franklin

➤ Whatcom, San Juan
Island, Skagit,
Snohomish, King

➤ Lewis, Wahkiakum,
Cowlitz, Skamania,
Clark, Klickitat

➤ Clallam, Grays Harbor,
Mason, Jefferson, Kitsap,
Thurston, Pierce, Pacific

➤ International Relations
➤ Interstate Relations
➤ Tribal Relations

➤ Fish Production
➤ Fish Science
➤ Fish Management

➤ Wildlife Appreciation
➤ Hunting
➤ Lands Management
➤ Wildlife Science

➤ Technical Assistance
➤ Habitat Restoration
➤ Major Projects
➤ Habitat Science

➤ Field Operations
➤ Special Investigations
➤ Hunter Education

➤ Budget, Fiscal, Contracts
➤ Capitol Prog. & Engineering
➤ Information Tech. Services
➤ Comm/Rec. Licenses

BIOGRAPHICAL SKETCHES

Dr. Jeff Koenings – In 1999, Jeff Koenings became Director. Jeff brought 22 years of experience as Alaska Department of Fish and Game's Regional and Principle Limnologist, Director of Commercial Fisheries Management and Development, and Special Assistant to the Commissioner. Jeff received his BS, MS, and Ph.D. degrees from the University of Michigan.

Larry Peck – Serving as Deputy Director since 1998, Larry Peck has held several positions throughout the agency from Fish Culturists and environmental management positions to acting Director since he began his career in 1975. Larry graduated with a Bachelor's degree from Whitworth College.

Aletta Early – Aletta came to the Department in September 2003, as Executive Assistant to the Director and Deputy Director. Aletta manages the daily operations of the Director's Office and provides administrative support. Her career began with the state of Washington in 1981 as an Attendant Counselor for disabled clients.

Susan Yeager – Susan Yeager was appointed Executive Assistant to the Fish and Wildlife Commission in October 2002. Susan manages Commission Office operations, provides administrative support, and coordinates public meeting logistics. Susan's 16-year state career includes 11 years as lead support for various commissions and boards. She earned an A.A.S. degree in 2003.

Tim Waters – Tim Waters was appointed Special Assistant for Public Affairs in 1999 after serving as a Public Affairs Specialist in Region 4. A native of eastern Washington and a University of Washington communications graduate, Waters was a reporter prior to joining public service, working for both the Los Angeles Times and McGraw-Hill, Inc.

Tom Davis – Tom Davis is a Special Assistant to the Director. Tom is responsible for coordinating the Department's legislative activities, including development of the Department's legislative proposals, communicating with legislators, and other elected officials on important issues. Tom coordinates the Department's response to specific legislation during session. Tom has 14 years of legislative experience.

Penny Cusick – Penny Cusick joined the Department in 1990. She is currently the Personnel Manager. Prior experience includes working as a Personnel Analyst with the Department of Personnel, and a Personnel Officer with the Department of Health.

Michael Cheney – Mike Cheney joined the Department in 2002, as Internal Auditor. Prior experience includes working as a State Examiner for the Auditor's Office for nine years, and as a Financial Statement Coordinator and Systems Manager for the Office of Financial Management for three years.

Phil Anderson – Phil Anderson joined the Department in 1994, and is currently a Special Assistant to the Director for Intergovernmental Resource Management. Prior experience includes working as an owner/operator of a Charter Fishing Vessel for 25 years. Phil held a Washington State Obligatory Seat on the Pacific Fishery Management Council where he was Chairman for three years.

Jim Lux – Jim Lux came to the Department in 1997 and is currently the Assistant Director for Business Services. Prior experience includes 15 years staffing three House Committees and the Joint Senate-House Task Force on City and County Finances. He also spent nine years with the Office of Financial Management.

Bruce Bjork – Bruce Bjork became the Assistant Chief with the Department's Enforcement Program in 1997 and Chief in 1998. His law enforcement career spans over 34 years, primarily with the Washington State Patrol where he retired as Assistant Chief in 1997. He earned his BA and MPA degrees from the Evergreen State College.

Greg Hueckel – Greg Hueckel has worked for the Department since 1979 as a marine research biologist, resource program manager, and currently as the Assistant Director for the Habitat Program. Greg earned BS and MS degrees in marine fisheries science from the University of Washington.

Dave Brittell – Dave Brittell has worked for the Department since 1975. Dave has held a number of positions from a research biologist to Deputy Director in the merger of the Departments of Fisheries and Wildlife, Business Services Assistant Director, and currently as the Wildlife Program's Assistant Director. Dave continues leadership roles in state, national, and international wildlife stewardship organizations.

Lew Atkins – Lew Atkins has been with the Department since 1967. Lew has held a number of positions within the Department obtaining progressively more responsible management positions. Lew has been the Fish Program Assistant Director since 1999, the largest program in the Department.

John Andrews – John Andrews started with the Department of Fisheries in 1968 and is currently the Region 1 Regional Director. Prior experience includes working as a Biologist for the Department of Game for 20 years and in 1995 became a Regional Habitat Program Manager.

Dennis Beach – Dennis Beach came to WDFW in 2000 and is currently the Region 2 Regional Director. Prior experience includes working as an Environmental Specialist for six years with the Department of Ecology, and working as an Environmental Specialist for the Snohomish Conservation District for seven years.

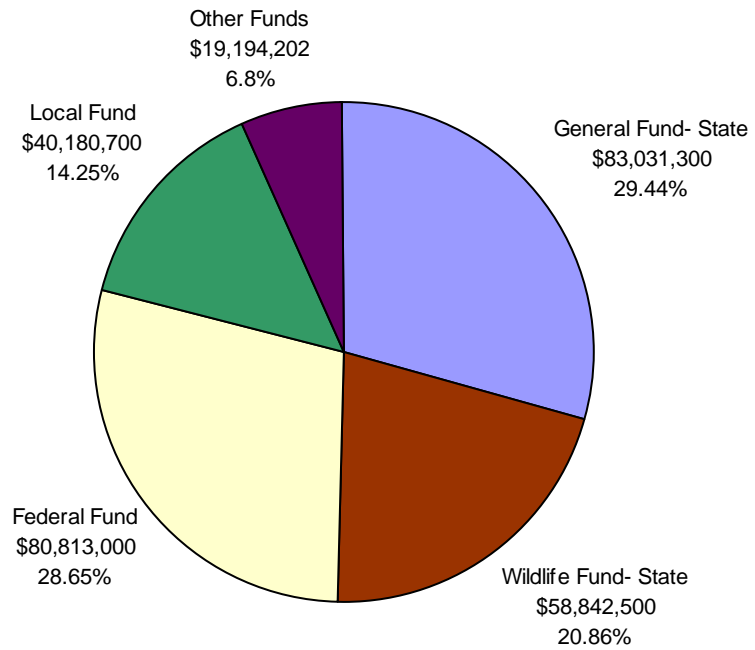
Jeff Tayer – Jeff Tayer started with the Department of Fisheries in 1976 as a Fisheries Patrol Officer and is currently the Region 3 Regional Director. Prior experience includes working as a Wildlife Enforcement Sergeant for nine years.

Robert Everitt – Bob Everitt started with the Department of Game in 1980 as a Wildlife Biologist and is currently the Region 4 Regional Director. Prior experience includes working as a Game Program Manager for the Department of Game for 15 years.

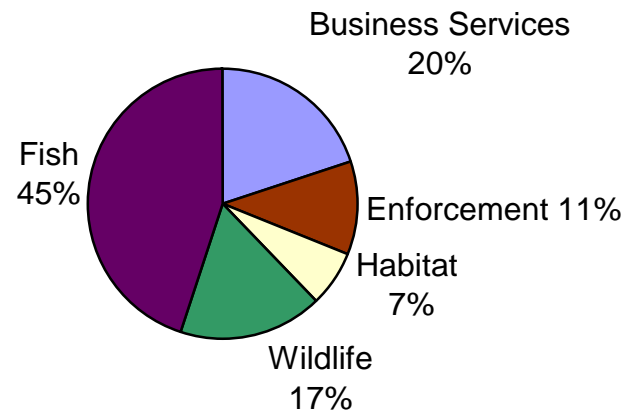
Sue Patnude – Sue Patnude came to WDFW in 2000 and is currently the Region 6 Regional Director. Prior experience includes working as Director of Community Development for the City of Ocean Shores, Program Manager for the Water Quality Program, Department of Ecology, and Executive Director for the Grays Harbor Regional Planning Commission.

Guy Norman – Guy Norman is returning to WDFW on November 1, 2004, from the Oregon Department of Fish and Wildlife where he held the position of Inter-Jurisdictional Fisheries Program Director. Prior experience within WDFW includes working as a Biologist, Fish Research Manager, Columbia Anadromous Regional Fish Program Manager, and Columbia River Policy Lead.

**Washington Department of Fish & Wildlife
2003-2005 Biennium Budget
\$282,061,702**



**Washington Department of Fish and Wildlife
2003-05 Biennium
Total Funds by Program**

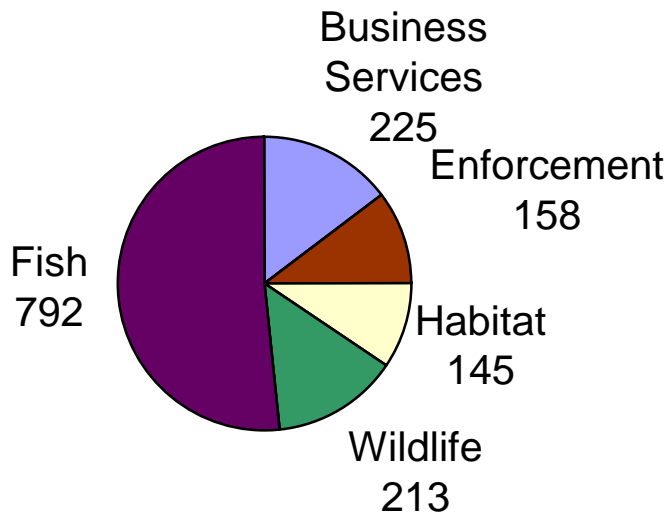


Business Services	Enforcement	Habitat	Wildlife	Fish	Total
\$56,441,333 20.01%	\$31,235,112 11.07%	\$18,662,937 6.62%	\$48,737,324 17.28%	\$126,984,996 45.02%	\$282,061,702

Washington Department of Fish and Wildlife

2003-05 Biennium

Total FTEs by Program



Business Services		Enforcement		Habitat		Wildlife		Fish		Total
225		158		145		213		792		1,533

DIVISION SUMMARIES

BUSINESS SERVICES PROGRAM

Commission

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
1.5	229,520	153,157	0	0	0	382,677
	59.98%	40.02%	0.00%	0.00%	0.00%	100.00%

The Washington Fish and Wildlife Commission consist of nine members serving six-year terms. Members are appointed by the Governor and confirmed by the Senate. Three members must reside east of the summit of the Cascade Mountains, three must reside west of the summit, and three may reside anywhere in the state. No two Commissioners may reside in the same county.

The Commission's primary role is to establish policy and direction for fish and wildlife species management and their habitats in Washington, and to monitor the Department's implementation of the goals, policies, and objectives established by the Commission. With the 1994 merger of the former departments of Fisheries and Wildlife, the Commission has comprehensive species authority.

The Commission authority comes from Referendum 45 passed by the citizens in the 1995 general election. The Commission is the supervising authority for the Department and appoints and supervises the Director and Commission staff (an Executive Assistant and part-time Office Assistant Senior).

Through formal public meetings and informal hearings held around the state, the Commission provides an opportunity for citizens to actively participate in the management of Washington's fish and wildlife. The Commission is required to hold one meeting during the first two months of each calendar year. In 2004 alone, the Commission held more than 35 workshops, meetings, and conference calls. In addition, Commission members attend various meetings around the state with other governmental agencies, programs, private landowners, and stakeholder groups.

The Commission has identified the following areas of focus or strategies that will help position the Department to meet the challenges of the next millennium:

- Improve existing business practices.
- Restore the state's troubled wild salmon stocks.
- Enhance opportunities for the state's fishers and hunters.
- Bolster non-consumptive wildlife activities.
- Protect and enhance fish and wildlife habitat, and promote public understanding of the value of these habitats.
- Expand public access to private lands.
- Increase public involvement opportunities.
- Craft a new, comprehensive lands management strategy.

Director's Office

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
32.6	2,793,491	1,874,105	184,400	0	1,272	4,853,268
	57.56%	38.62%	3.80%	0.00%	0.03%	100.00%

The Director's Office provides strategic direction and operational oversight for Department employees throughout the state, working to turn policies adopted by the state Legislature and the Washington Fish and Wildlife Commission into action. The Director's Office leadership sets the tone for accomplishing the Department's mission to protect, restore, and enhance Washington's fish and wildlife and their habitats; to provide quality, responsive service to the public; and to provide progressive, effective and efficient Department management.

The Director's Office includes the Internal Audit function, Legislative and External Affairs, Personnel, and Public Affairs.

Internal Audit - Consistent with the Budget and Accounting Act (RCW 43.88.160), the Internal Audit function is responsible for providing advice and recommendations to management on the Department's financial systems and internal controls. The Internal Auditor is the point of contact for the Office of the State Auditor.

Personnel - This office provides support for a fluctuating workforce of up to 2,000 employees. The WDFW workforce includes full-time, part-time, temporary, emergency, seasonal, and work-study employees. Personnel also provides leadership in labor relations, employee training, workforce diversity recruitment, workplace safety, Affirmative Action programs, and coordination of programs for persons with disabilities.

Public Affairs - This office has four major functions: media relations, public involvement, public disclosure, and internal Department communications. Public Affairs staff is also the Department's spokesperson and coordinates Department communications efforts with other state government agencies and the Governor's Office. In the public involvement role, Public Affairs develop strategies for outreach and involvement of Department constituents and state citizens, which includes conducting public meetings and hearings.

Intergovernmental Resource Management

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
31	2,979,207	191,659	0	1,174,618	955,503	5,300,987
	56.20%	3.62%	0.00%	22.16%	18.03%	100.00%

In close coordination with and guided by the Director's Office, IRM provides statewide resource management policy guidance and coordination for the fish, wildlife, and habitat management functions of the agency. IRM provides leadership in developing strategic management options on issues affecting the Department's relationships with tribal governments, foreign nations, and federal, state, and local agencies. These activities are conducted within a context of key stakeholder and public involvement in various decision-making processes, such as the public North-of-Falcon process used to establish annual salmon fishing plans. Specific examples of key functions include: representing the state of Washington on the North Pacific and Pacific Fishery Management Councils. These councils create and implement effective fishery management plans and strategies for salmon, groundfish, coastal pelagics, Dungeness crab, and Pacific halibut in the ocean from 3-200 nautical miles off the coast of Washington and in the North Pacific. IRM additionally represents the state of Washington on the Southern and Fraser River Panels of the Pacific Salmon Commission, responsible for developing and implementing bilateral salmon management plans for the U.S. and Canada under the Pacific Salmon Treaty.

In addition, IRM leads internal cross-program teams to cooperatively manage the fish and shellfish resources of the state, on a marine region or watershed basis. This includes Washington treaty Indian tribes through the development of state/tribal management plans. IRM also leads work with the Wildlife Program and tribes in developing and updating statewide and regional management plans and understandings for big game management and hunting. Other key responsibilities include: 1) Forest and Fish, Forest Practices Board (represents Director), Governor's Joint Environmental Cabinet, Statewide Drought Response Team, HPA Streamlining, growth management, shoreline management; and other water quality and quantity forums; 2) leading and coordinating salmon recovery policy, planning, and implementation issues, ensuring appropriate support for lead entities and regional salmon recovery boards, and coordinating Endangered Species Act policy, reauthorization, listing/delisting, compliance and conservation agreement issues; 3) representing the Director in interjurisdictional, Columbia River resource management forums such as *U.S. v. Oregon* Production Advisory Committee and Technical Advisory Committee, Columbia Basin Fish and Wildlife Authority, Columbia River Compact, Northwest Power Planning Council, Fish Passage Advisory Committee, NMFS Regional Forum, Fish Passage Operations and Maintenance Team, and Mid-Columbia PUD Coordinating Committees; and 4) representing Department policy on Nearshore Marine Studies and Northwest Marine Straits Commission activities.

Regional Offices

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
23	2,706,327	1,805,676	0	0	33,190	4,545,193
	59.54%	39.73%	0.00%	0.00%	0.73%	100.00%

This is the field arm of the Department. There are six regional offices (three on the Westside and three on the eastside), which are located in Spokane, Ephrata, Yakima, Mill Creek, Vancouver, and Montesano. Each of these offices serves as the hub of activity for biological field work, enforcement of hunting, fishing and habitat regulations, technical assistance for local governments and citizens, Hydraulic Permit Approvals, as well as other customer services.

WDFW's six regional offices are each managed by a Regional Director, who works with regional program managers to resolve local issues at the local level. The Regional Directors are the Director's policy representatives at the regional and local levels, and are responsible for balancing the responsibilities between central and regional offices by providing consistency in statewide policy implementation, while drawing on local knowledge and diversity of people throughout our state. The majority of Department staff is deployed throughout the six regions.

Business Services Administration

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
8	971,681	648,716	0	0	0	1,620,397
	59.97%	40.03%	0.00%	0.00%	0.00%	100.00%

Business Services Administration provides policy level coordination and guidance to the four operational components of Business Services involving approximately 145.7 full-time employees. Staff is organized into divisions: Financial Services, Licensing, Information Technology Services, and Capital Programs and Engineering.

In addition to program oversight, specific duties include:

Main Reception Area - The Department receptionist oftentimes is the first contact with the public, greeting up to 200-300 callers per day. The receptionist directs visitors and telephone calls to whomever can best handle the request. When the inquiry is handled at the reception desk, the appropriate information is given to the caller/visitor with any helpful printed material available.

Print Shop and Mail Room/Shipping Services - The Department's Mail Room/Shipping Unit is responsible for all incoming and outgoing mail and packages. The Department receives 2,500-3,000 pieces of mail from the U.S. Postal Service on a daily basis. Typical work performed includes, but is not limited to: checking incoming and outgoing stock; assembling, packaging and delivering or arranging for delivery of fishing and hunting regulation pamphlets; various publications, equipment, supplies, etc. The Print Shop meets a large variety of the Department's printing needs. Publications printed includes, but is not limited to: agency forms, manuals, engineering specifications, technical reports, legislative material, budget documents, brochures and books, maps and other informational materials.

Capital Programs & Engineering

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
30.4	748,875	2,697,021	367,556	253,158	87,671	4,154,281
	18.03%	64.92%	8.85%	6.09%	2.11%	100.00%

The Capital Programs and Engineering Division serves the Department by providing two major functions: 1) Preparation, management, and monitoring of the Department's Capital Budget; and

2) Engineering, design, surveying, construction, public works contract management, and facility management services. The Division provides engineering, construction and maintenance of hatcheries, facilities, and infrastructure. The division consists of four groups:

Capital Budget Management Group - This group develops and manages the Department's ten-year capital plan and specific biennial capital budgets. Additionally, this group interfaces with the Department's Executive Management Team, the Governor's Office and Legislature by preparing and reviewing fiscal notes and proposed legislation that may affect the Department's capital program.

Engineering Design and Technical Group - This group provides general and specialized engineering services to the Department related to infrastructure, habitat development, and facility needs. These services include pre-design, design, permitting, and inspection services and management of all agency public works projects. Specific types of services include: fisheries engineering, environmental restoration and preservation; power and energy systems, structural/hydraulics, site improvements; environmental permit coordination, biological assessments, and project inspection. This group also provides facility planning and program development relating to existing and planned Department facilities.

Lands Surveying Group - This group annually conducts 70-75 legal property boundary and topographic surveys for the Department, specifically for use by Real Estate Services and the Engineering Design Group.

Construction and Maintenances Group - This group performs: general construction, fabrication, and maintenance services for the Department, including grading of access areas and roads; maintenance, construction, screens and monitoring of lake outlet structures; maintenance and construction services to wildlife areas, access areas, game farm, marine resources facilities and agency administrative facilities; emergency response, construction and repair projects; and fencing construction and replacement for habitat control on lands owned by the Department.

Financial Services

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
44	767,789	771,713	908,604	16,045,330	5,804,400	24,297,836
	3.16%	3.18%	3.74%	66.04%	23.89%	100.00%

The Financial Services Division consists of four operational units directed by the Department's Comptroller.

Budget Office - The Budget Office oversees the management of the 2003-05 Biennial Operating Budget of \$280.5 million and Capital Budget of \$54 million. The budget consists of 30 different funds and 128 different appropriations. The Budget Office prepares and monitors the Department's budget and expenditures; produces monthly financial status reports to assist programs and management with monitoring operating expenditures and facilitates the development and monitoring of the biennial allotment plans.

Contracts Office - The Contracts Office handles approximately 1,900 active contracts and grants, as well as amendments to those contracts and grants. All contracts and amendments must comply with over 47 state and federal laws. Other duties include federal aid coordination and reception and distribution of private and local funding.

Fiscal Office - The Fiscal Office provides centralized accounting services to all programs and regional offices. The Fiscal Office provides accurate and timely processing of payments for payroll, travel and contracts; invoice billing of contracts; analyses of use and mileage tracking for all of the Department's licensed vehicles; tracking of the Department's capital assets and deposit and receipt of all non-license revenue.

Revenue and Forecasting Office - The Revenue and Forecasting Office provides trend analysis for expenditures and revenue projections. Additionally, the Office tracks revenue in all of the Department's dedicated accounts and develops models for producing future trend analysis. Staff performs special studies, as well as providing an internal control point for ensuring that correct procedures are used and accurate financial information is produced.

Information Technology Services

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
45.6	5,145,930	3,609,470	100,000	58,847	113,958	9,028,205
	57.00%	39.98%	1.11%	0.65%	1.26%	100.00%

The Information Technology Services Division provides centralized information technology (IT) support and services for agency policy and standards, telecommunications, computer systems and networking, computer technical and end-user support, web-page services, database management, geographic information systems, and computer application development functions. The Division supports Business Services and the other agency programs in these areas. Specific functions in the Division include:

Policy and Standards - This section acts as the agency lead for IT policy development and coordination with the Department of Information Services and other state and federal agencies. This section supports the development and implementation of Information Systems Strategic plans, the IT Portfolio, and policies on security and disaster recovery. This section establishes and administers agency IT standards and provides guidance and management of emerging technology and new systems.

Systems Administration - The Systems Administration Section is responsible for managing the Department's computer network of over 1,000 users statewide. This section administers the Department's file server computers that support Geographic Information Systems, Sybase corporate database applications, Internet and Intranet applications, e-mail services, video-conference and office support services. Systems Administration also manages telecommunication services for the agency including phones, voice mail, and long distance calling.

End-user Support - The User Support Section provides hardware and software support for personal computer users statewide. Much of this support is provided through the agency Help Desk, which either provides a direct response to requests or acts as a referral service to other knowledgeable staff. In addition, this section provides PC hardware troubleshooting, expedites repair services from private vendors, and provides ordering and deployment support for new PC computer systems.

Web Site Administration - This section manages the Department's Internet and Intranet sites and provides internal web site services to employees. The Intranet site includes employee news, employment opportunities, program-specific pages, employee directory services, WDFW forms library, Department policies, business support applications, and links for employees. The Internet site serves as one of the primary communication links to the public for all agency information, news, services, and access to important data.

Computer Application Development and Maintenance - This section develops specialized computer systems and applications to meet the unique needs of the Department in areas such as fish catches or recreational and commercial licensing. It also maintains existing applications to respond to a variety of resource or financial/business functions, and maintains existing databases to meet information needs.

Geographic Information Systems - This section manages corporate GIS data and the database environment that supports agency GIS needs. The section also develops and manages data access systems for internal and external GIS customers.

Data Management - The Data Management section manages corporate data resources that support business needs for fish and shellfish harvest, commercial and recreational licensing, hydraulic project regulation (HPA), and financial and accounting systems. The section also provides data entry services that support a wide range of data management needs.

Information Technology Purchasing - This section is the central focal point for the purchase and management of all computer and telecommunications equipment and software. This provides a consistent approach to purchasing equipment by applying Department standards for both hardware and software. More efficient use of state resources is achieved through volume purchasing, price controls and other protections

Licensing

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
15	1,249,900	672,856	190,777	0	144,955	2,258,488
	55.34%	29.79%	8.45%	0.00%	6.42%	100.00%

The Licensing Division is comprised of customer service, sales, and support operation staff who collect, and report on over \$60 million a biennium in license sales revenue (commercial and recreational licenses, permits, tags, and stamps). The Division participates in the processing and

issuance of over two million license documents. This includes issuance, suspension, and denial of commercial licenses; and direct customer service to licensees, local, county, state and federal agencies, associations and internal divisions, and to the general public. Staff provides consultation, training, and timely information regarding licensing issues and applications (such as the automated licensing system) to a statewide network of contracted recreational license dealers and associations.

The Division consistently evaluates services and customer needs using two committees: Internal Licensing Committee and Dealer Advisory Committee. The Internal Licensing Committee assists the Division with overall strategy, including the prioritization of program needs and development/implementation of policies and procedures. The Dealer Advisory Committee is a forum for the Department and its dealers to determine maintenance and modification requirements of the automated recreational licensing system, assess training needs, and understand customer service strengths and challenges.

The Licensing Division functions and work units are as follows:

Administration and Administrative Support:

The managerial unit oversees policy development, budget development and monitoring, and rules and legislation coordination for the Division. The Administrative Support function includes office management support; business functions; rules, policy, and legislation coordination; correspondence and email.

Dealer Customer Service, Sales, and Support: This work unit is responsible for managing, consulting, and training dealers on recreational hunting and fishing policies and procedures, rules and regulations, and the use of the automated licensing system. The staff is responsible for revenue reconciliation, requesting adjustments, and assisting in auditing over \$56.2 million per biennium in recreational hunting and fishing license revenue that is generated by dealership sales.

Commercial and Recreational Customer Service, Sales, and Support: This work unit is responsible for revenue reconciliation, and requesting adjustments for over \$2.4 million a biennium in commercial revenue, and over \$600,000 per biennium in mail-ins, adjustments, and charter stamps. In addition to license sales and support, customer service staff process 3,444 aquatic farm permits and 1,560 disability applications annually.

Revenue and Statistics: This unit is responsible for the analysis, tracking, and reporting of all license, permit, tag, stamp and other revenue collected by the regional offices, merchants with limited sales capability, and POS dealers. This unit monitors and assists other work units with workload performance measures, and all auditing and accounting procedures to ensure compliance with state standards.

Business and Licensing Development: This team handles marketing, development of new business outlets and new licenses, and Internet support. This team coordinates projects or training, and is responsible for Division communications, both internally and externally. This team works with licensing system vendors, coordinates needed system modifications, develops

functional system business rules, and troubleshoots system repairs. They also assist the Division Manager in drafting legislative proposals, and implementing new legislation

ENFORCEMENT PROGRAM

Headquarters

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
23.3	2,136,296	2,395,780	110,568	2,674	0	4,645,318
	45.99%	51.57%	2.38%	0.06%	0.00%	100.00%

In addition to overall program administration, policy development, and administrative support, Enforcement Program headquarters staff responsibilities include:

- Management and systems operations of license revocation/suspension process and the interstate wildlife violator compact; asset forfeiture management; officer activity reporting and evidence tracking; ensuring compliance with law enforcement accreditation standards; and legislative policy and fiscal analysis.
- Administration and coordination of problem wildlife field reports; processing of commercial damage claims; processing trapping and depredation permits; and statewide administration of dangerous wildlife permits and private nuisance wildlife control operators.
- Field staff professional training development and coordination; officer recruitment and testing; and development of law enforcement accreditation directives.
- Supervision of the Statewide Investigative Unit (SIU).
- Coordination of agency rule-making process, administrative rules hearings for recreational license suspensions and revocations, and asset seizure and forfeiture.
- Provide staff and customer service support for rules and regulations interpretation, problem wildlife information, maintaining a critical incident hotline, distribution of program mail and emergency regulations, coordination of acquisition and distribution of supplies, and DNR radio frequency dispatching.

Aviation/Shop

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
4.2	422,680	303,273	84,667	397	0	811,017
	52.12%	37.39%	10.44%	0.05%	0.00%	100.00%

Aviation support provides internal flight capabilities to the Department. Primarily, this includes biological survey, fish and wildlife transplant or capture, and telemetry services. Flights are used to conduct marine mammal, shellfish and commercial fishery surveys, plant fish, conduct redd

counts, and conduct waterfowl and big game herd composition counts. Limited enforcement reconnaissance flights are also flown to survey marine areas for illegal fishing activities.

The aircraft fleet consists of two Cessna 185s and two DeHavilland Beavers, all for low-level survey type flight work.

The vehicle/vessel shop is responsible for outfitting program vehicles and vessels, repairing vessels, preparation of vehicle mileage and vessel use reports, liaison with State Motor Pool, and equipment storage for surplus.

Field Operations

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
127.1	9,742,094	12,574,538	988,906	757,987	22,691	24,086,216
	40.45%	52.21%	4.11%	3.15%	0.09%	100.00%

Enforcement field staffing levels are composed of Captains, Sergeants, Detectives, Fish and Wildlife Officers, part time herders and hazers for commercial damage control.

Enforcement field staff performs four basic duties: (1) ensure compliance with harvest regulations; (2) protect both the fish and wildlife resource and the habitats in which they live; (3) provide for public health and safety; and (4) respond and mitigate for commercial damage and other problems caused by wildlife. Each of these four areas is described in further detail below.

Harvest Regulations - Authority for regulating fish and wildlife harvest is provided through Title 77 RCW. This activity historically has been the principal duty assigned to Fish and Wildlife Officers. Approximately two-thirds of field staff time is spent enforcing and administering harvest related regulations.

Of the total time expended by field staff, 49 percent is spent on regulating fish harvest, and 27 percent is expended regulating hunting. For fishing, 30 percent of the time is expended on food fish and shellfish (20 percent on recreational fishing, and 10 percent on commercial fishing), while 19 percent is spent on game fish. ESA listed species and public safety, particularly for dangerous wildlife conflicts and sanitary shellfish concerns are demanding more and more of field staff time

Resource Protection - The numbers of protected, threatened and endangered species are increasing as human population grows. Similarly, fish and wildlife habitat is shrinking as more development and urbanization occurs. Currently, field staff spends 8% of their time regulating habitat compliance (principally hydraulics projects, and fish diversions/fish screens), and species of concern. With federal intervention into managing our state's fish and wildlife resources brought on by the listing of species under the ESA, this activity continues to increase.

Public Health and Safety - Within the authorities granted by the State Legislature, Enforcement field staff are responsible for: responding to and resolving incidents of human and dangerous

wildlife interaction (bear and cougar); enforcing the provisions of Chapter 69.30 RCW, sanitary shellfish; hunting safety and education (77.32.155 RCW); boating safety and education (Chapters 43.51.400 and 88.02 RCW); and enforcing other public laws and rules during the normal course of their duties as Fish and Wildlife Officers (including general police powers, Chapters 9 and 9A, RCW; and Chapter 46.09 RCW, Motor Vehicles).

Dangerous wildlife occurrences continue as an immediate response workload for officers. Sanitary shellfish concerns are also increasing as water quality is degraded by pollution, forcing commercial beach harvest closures. Illegal shellfish harvest continues on these closed beaches presenting a public health problem as these shellfish enter the marketplace. At present, 11 percent of Enforcement field staff time is expended in response to issues related to public health and safety.

Commercial Damage and Problem Wildlife - Chapter 77.36 RCW provides for resolution/compensation in response to commercial agricultural and horticultural damage caused by wildlife. Enforcement field staff work directly with landowners to prevent and correct damage, assess and resolve damage claims, and negotiate cost-share fencing projects. The Enforcement Program is also responsible for administering the trapping permit process, by which citizens must apply for permission to trap damage-causing furbearers with certain types of traps. Approximately 5 percent of field staff time is expended on problem wildlife issues.

Hunter Education

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
3	0	73,000	0	1,619,561	0	1,692,561
	0.00%	4.31%	0.00%	95.69%	0.00%	100.00%

RCW 77.32.155 requires successful completion of hunter education training for all first-time hunters born after January 1, 1972. The Hunter Education Division recruits and trains approximately 600 volunteer instructors, coordinates class schedules, develops and distributes training materials, issues certification of training, and maintains administrative records for all hunter education activities. Approximately 11,500 students participate in one of 400 courses in a typical year.

RCW 77.65.460 requires trapper education training for all first-time trappers. Staff develops and distributes training materials, issue certificates of training and maintain administrative records for all trapper education activities.

In addition to the required programs above, Hunter Education Division activities include advanced hunter education, bow-hunter education, and a home study alternative to the basic hunter education course.

HABITAT PROGRAM

Administration

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
8	527,787	0	319,539	1,199,834	0	2,047,160
	25.78%	0.00%	15.61%	58.61%	0.00%	100.00%

The Habitat Program Administration Division sets policy, direction, and provides administrative support for the Habitat Program. Habitat's principal responsibilities, governed by many state and federal statutes, are to protect, restore, and enhance fish and wildlife habitats, and to provide broad, sound, and professional scientific and technical expertise for the most effective protection and restoration of fish and wildlife habitats.

The Division provides the essential infrastructure for the Program's policy and procedures development, budget development and monitoring, contracts management, rules and legislation coordination, administrative/clerical support, personnel coordination, and overall guidance to Habitat Program staff.

Environmental Services

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
15.2	1,874,159	0	0	185,482	0	2,059,641
	90.99%	0.00%	0.00%	9.01%	0.00%	100.00%

The Environmental Services Division provides WDFW staff, other federal, state, and local government agencies, and the public with technical, regulatory, and policy assistance. Division staff:

- Provide policy, administrative, and technical support for the statewide implementation of forest practices rules and the Forest and Fish Agreement.
- Provide technical and policy assistance on issues affecting forest habitats (e.g., Forest and Fish, Forest Practices, spotted owl landowner option plans, integration of the Hydraulic Code with the Forest Practices Rules, Department of Natural Resource's (DNR) sustainable harvest calculation, review of individual DNR timber sales, wildlife workplan for the Forest Practices Board, etc.).
- Provide policy, administrative, and technical support to the Hydraulic Project Approval (HPA) Program, Multi-Agency Permitting Team (MAPT), Transportation Project Efficiency and Accountability Committee (TPEAC), and the State Environmental Policy Act (SEPA), National Environmental Policy Act (NEPA).
- Provide statewide coordination, and improve the efficiency and functionality of the Hydraulic Project Approval (HPA) program including pre-HPA issuance dispute

resolution, the development of general HPAs, coordination with the Enforcement Program regarding compliance monitoring, development and implementation of a new HPA database, development and implementation of a comprehensive training program that will include mentoring and certification, and development and publication of guidance materials for HPA applicants.

- Conduct compliance monitoring of HPA-related activities of HPA recipients by WDFW Enforcement and Habitat personnel. This enhanced effort is one of the recommendations of the HPA Task Force regarding the improvement of the HPA program. Enforcement and Habitat Program staff will provide policy, training, and administrative support to achieve this recommendation.
- Provide coordination of statewide review of SEPA/NEPA documents.
- Participate in the Transportation Efficiency and Accountability Committee process and on the Multi-Agency Permitting Team to improve the overall efficiency and accountability of the environmental permitting and compliance process for transportation projects.
- Continue to survey HPA recipients regarding the "customer service" received in the process of obtaining a permit. Comment cards are provided to each HPA recipient, and returned cards are compiled and reported each quarter.
- Provide policy and technical support for priority habitats and species, county-scale habitat assessments, growth management, restoration of marine areas, watershed planning, and salmonid recovery.
- Provide technical and policy assistance for protection and recovery of salmonids to Lead Entities, Regional Salmon Recovery Planning Boards, Regional Fisheries Enhancement Groups, local watershed groups, and local governments.
- Provide policy and technical implementation of county-scale habitat assessments that integrate PHS and Ecoregional Assessments that contribute to enhanced protection of local resources in GMA planning and other land use decision-making forums.
- Provide policy support to the development of PHS management recommendations and PHS data updates.
- Provide policy support to field staff engaged in GMA activities, particularly in the review and updating of local comprehensive plans and critical areas ordinances.
- Provide policy support and technical assistance in the restoration of marine areas.

Major Projects

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
12	773,815	0	981,000	146,505	22,742	1,924,062
	40.22%	0.00%	50.99%	7.61%	1.18%	100.00%

The Major Projects Division consists of the Major Projects Section and the Oil Spill Team. The Major Projects Section works with electric utilities and other applicants to ensure that fish and wildlife impacts from proposed and operating energy projects are mitigated. The Oil Spill Team protects fish, wildlife, and habitat from oil spills through readiness, response, rescue, and restoration. Division staff:

- Provide technical assistance to hydropower and other large development projects to ensure fish and wildlife are adequately protected and/or mitigated.
- Review, investigate, and provide recommendations to protect fish and wildlife habitat through mitigation of impacts caused by active or proposed major projects. Major projects subject to the Federal Energy Regulatory Commission and State Energy Facility Site Evaluation Council, including over 100 hydroelectric project proposals, wind farms, and gas combustion turbine facilities will be reviewed.
- Respond to oil spills to reduce impacts to fish and wildlife and their habitats.
- Develop and update Geographic Response Plans, maintain response readiness, and respond to oil spills. Assess damages from petroleum spills and determine injuries to fish, wildlife, and habitat resources. Represent the state in directing oiled wildlife rescue and rehabilitation operations. . Provide fish and wildlife technical assistance to the Incident Command on oil spills.

Regional Habitat Operations

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
68.3	6,668,229	1,436,840	0	1,094,174	0	9,199,243
	72.49%	15.62%	0.00%	11.89%	0.00%	100.00%

Regional Habitat Operations consists of six regional habitat Program managers and 74 Area Habitat, Watershed Stewardship, and Growth Management technical assistance biologists who serve the local public in the six WDFW regions. These regional staff provide technical and regulatory services to customers engaged in land use planning, applying for hydraulics permits, applying for hydro-power project licensing under the Federal Energy Regulatory Commission (FERC), conducting forest practices activities, or doing other activities which may affect fish and wildlife and their habitat.

Staff are involved in watershed planning, salmon recovery, landscape planning, water allocations, and state and national environmental policy act reviews.

Science

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
10.1	1,213,719	0	0	170,637	152,342	1,536,698
	78.98%	0.00%	0.00%	11.10%	9.91%	100.00%

The Science Division is organized into three sections that develop scientific tools, information, and knowledge required to manage the state's fish and wildlife habitats. The Division also plays a key role in adaptive management for statewide programs such as the Forest and Fish Agreement and Intensively Monitored Watersheds.

The Salmon and Steelhead Habitat Inventory and Assessment Project, (SSHIAP) develops current status and trends information on salmonid habitat attributes across the state in cooperation with the Northwest Indian Fish Commission. This information supports Growth Management, local salmon recovery, and watershed health planning statewide.

The Water Team develops models to quantify the influence of flow changes on salmonid habitat and for minimizing adverse impacts of water withdrawals on salmonids. The team also values stream habitat restoration and enhancement within the context of watershed processes and stream fish ecology.

The Forest and Fish section participates in the development and implementation of the Forest and Fish Agreement adaptive management program. Adaptive management provides the scientific underpinnings for establishing long-term agreements between private forestland owners and the state for the protection of aquatic ecosystems. In addition, the Science Program is helping develop and implement Intensively Monitored Watersheds (IMWs) as part of the statewide Comprehensive Monitoring Strategy.

Technical Applications

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
27.4	1,732,585	163,548	0	0	0	1,896,133
	91.37%	8.63%	0.00%	0.00%	0.00%	100.00%

The Technical Applications Division contains three major sections: Environmental Restoration Technical Assistance-East (primary focus on fish passage and screening at water diversions in eastern Washington), Environmental Restoration Technical Assistance-West (primary focus on fish passage barrier correction and habitat restoration in western Washington), and Habitat Engineering Technical Assistance (HETA). The Division plans, constructs, and evaluates statewide capital habitat projects and provides biological and environmental engineering technical assistance to maintain and restore wild salmonid populations and their habitat. A planning process is conducted to develop prioritized initiatives that are reviewed annually and leads to the following tasks and projects: fish screen construction and installation; habitat enhancement/restoration projects; stream obstruction inventory and removal; consultation, information, and education activities within and outside the agency related to restoration and protection of aquatic habitats; aquatic habitat and fish passage research coordination and facilitate fish passage, screening, and habitat restoration initiatives through technical assistance and project funding partnership development.

WILDLIFE PROGRAM

Administration

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
17	456,791	2,734,695	167,226	3,666,976	339,272	7,364,960
	6.20%	37.13%	2.27%	49.79%	4.61%	100.00%

The Wildlife Administration Division sets policy and provides direction and administrative support for the Wildlife Program. This Division includes six regional wildlife managers and nine Olympia staff.

The Division coordinates and develops policies and procedures, legislative proposals, rule development, budget development and other administrative projects. This Division also responds to Governor, Legislative, Fish and Wildlife Commission, and Director requests and coordinates with other programs and intergovernmental agencies.

Customer service is a large component of the Division. Regional managers and Olympia staff respond to written, telephone, E-mail, and in person questions and requests for a wide variety of constituents. The general e-mail address for the program receives, on average, more than 300 requests a month. These requests vary from explaining a hunting season to the status of red tailed hawks.

Game

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
33.7	83,672	3,560,745	790,092	3,131,217	296,791	7,862,517
	1.06%	45.29%	10.05%	39.82%	3.77%	100.00%

The Game Division manages more than 50 species of game animals in Washington State, including: deer and elk, upland birds, waterfowl, bear, cougar, mountain goats and bighorn sheep, as well as furbearing animals like beaver and mink. Approximately 271,000 Washington residents enjoy a wide variety of hunting opportunities provided each year. Hunters annually spend approximately 4,732,000 days hunting and \$327 million for trip-related expenditures and equipment. There also is a growing contingent of citizens that enjoy these game animals solely for their esthetic values, such as viewing waterfowl on the Skagit Delta and elk at the Oak Creek feeding station.

The primary objectives of the Game Division are to provide credible science for the management and conservation of game animals and to provide recreational opportunities. The main activities of the Game Division are to determine ecological needs and population status of the game species in Washington; provide opportunities for sustainable public wildlife-oriented recreation; maintain healthy populations of all game animals; provide recommendations for game species

use opportunities, based on ecological and population information; develop, monitor, and evaluate management plans and objectives for game species and their habitats and develop public outreach and partnerships to enhance the protection and recreational opportunity for game animals.

Lands

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
89	3,824,769	4,756,873	1,894,106	9,026,611	617,629	20,119,988
	19.01%	23.64%	9.41%	44.86%	3.07%	100.00%

Habitat is the key to protecting Washington's rich diversity of fish and wildlife. Some of the most important and/or critical habitats for fish and wildlife are owned and managed as part of the Department's Wildlife Area Program. The Lands Division manages approx. 800,000 acres (502,000 acres owned, 300,000 acres managed) or slightly more than 1% of all lands in Washington. Acquisition of critical habitat for threatened or endangered species or significant habitat for Washington's Priority Habitats and Species (PHS) has resulted in a network of agency owned and managed lands that can be found throughout the state. As Washington's population grows, urban boundaries expand and outdoor recreational interests increase. Therefore, wildlife areas also provide opportunities for other forms of recreation including rock climbing, walking, hiking, cycling, cross country skiing and camping.

The division maintains over 600 recreational lake, river and marine access sites. These access sites, most with ADA accessible toilet facilities are in many instances the only public access to the states' rivers, lakes and marine areas. The Lands Division's wildlife areas and access sites provide millions of recreation-days annually, helping to support both local and statewide economies.

The Upland Restoration Section, within the Lands Division, develops partnerships with private landowners, sports-groups, and schools to improve habitat and public access on agricultural farmlands in eastern Washington and forested uplands in western Washington. These partnerships provide public access and habitat development on private lands and have resulted in agreements with 1,300 private landowners on 3.4 million acres of private lands or 16% of all private lands in Washington. These contacts with private landowners provide an opportunity to deliver technical habitat expertise as well as improved understanding of federal conservation programs.

Science

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
36.1	660,801	2,629,187	170,000	2,699,354	446,451	6,605,793
	10.00%	39.80%	2.57%	40.86%	6.76%	100.00%

The Wildlife Science Division supports the overall goals of the agency, and specifically the Wildlife Program, by providing expertise, technical information and support and quantitative analysis to the Lands, Game and Wildlife Diversity Divisions. There are over 150 priority wildlife species of concern (i.e., endangered, threatened, sensitive, or candidate) and over 50 hunted species in Washington that require research to determine their ecological needs, status and trend, and population limiting factors. It is imperative to understand the population status and regulating factors (e.g., habitat requirements) of wildlife in order to protect vulnerable and sensitive populations and recover endangered and threatened species and to be able to provide for significant recreation by the public.

This Division develops and maintains close working relationships with the scientific community outside of the agency and provides direct support to several university graduate student programs in the field of wildlife management.

This Division is also responsible for providing technical support and expertise in the field of wildlife veterinary medicine, including training on humane and safe handling, and immobilization techniques of several wildlife species, including dangerous animals (e.g., cougar and black bear) and large ungulates (e.g., deer, elk and moose). This section is also responsible for monitoring the health and disease factors of all of Washington's wildlife.

The Wildlife Resource Data Systems (WRDS) Section manages program specific computer databases and provides support services including hardware and software, application programming, reports, maps, and other data products unique to the program. WRDS has three work units, which are Biological Data Management, Spatial Data Management, and Technical Services.

Wildlife Diversity

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
37.4	690,011	3,667,178	0	2,306,666	120,211	6,784,066
	10.17%	54.06%	0.00%	34.00%	1.77%	100.00%

The Wildlife Diversity Division is responsible for protecting, restoring, and perpetuating those species of mammals, birds, reptiles, amphibians, and terrestrial invertebrates in Washington that are not hunted or fished. The Division is responsible for the collection and interpretation of information on non-game species and their habitats. This information is distributed to decision-makers to provide credible science to help conserve Washington's diverse wildlife and ecosystems.

The Division is also the Agency lead in the development of the Comprehensive Wildlife Conservation Strategy (CWCS) that is required to continue to receive federal funding. It also coordinates the agency and state involvement in the Intermountain west and Pacific Coast Joint Ventures.

There are 26 endangered, 11 threatened, and 7 sensitive species in Washington. The Wildlife Diversity Division is responsible for restoring these listed species to healthy population levels in the state through the implementation of recovery plans. There are an additional 107 species that are candidates for listing in Washington. The Division is responsible for identifying species in need of protection and for evaluating the status of candidate species to recommend to the Fish and Wildlife Commission whether they should be listed as endangered, threatened or sensitive.

The Division also promotes and provides opportunities for citizens to experience and appreciate wildlife, and to understand the ecological processes that typify a healthy environment. The Watchable Wildlife Program began in Washington in July 1997, with a vision to connect citizens with year-round wildlife viewing opportunities, particularly in rural communities, and to encourage the public to engage in habitat stewardship and wildlife conservation. Watchable Wildlife is a major component of nature-related tourism, the fastest growing segment of the travel industry. In 1996, 39% of Washington residents spent 6.5 million days viewing wildlife; while 5.9 million visitors spent 8.6 million days viewing wildlife in Washington.

The Division provides outreach and education through several opportunities that include: Project WILD, Project CAT, WildWise, Nature Mapping for Habitat, Streams and Barriers, and the Environment as the Integrating Context. Project WILD is a national program that has provided fish and wildlife education to over 250,000 school children in the last ten years through providing training and materials for teachers through environmental learning centers statewide. Project CAT uses the research on cougar-human interactions as a central theme to provide environmental learning and hands-on biology for every grade level in the CleElum School District. Nature Mapping for Habitat, Streams and Barriers provides the opportunity for thousands of volunteers to assist the agency in gathering scientific information while learning about the natural environment. The WildWise program has provided the opportunity for 700 Yakima School District students to provide citizen science on local Department of Fish and Wildlife, Wildlife Areas. The Environment as the Integrating Context is a program working with major universities to use environmental education and fish and wildlife stewardship as a major theme in all educational disciplines.

FISH PROGRAM

Administration

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
45.7	3,059,842	1,250,991	2,691,214	4,647,587	282,779	11,932,413
	25.64%	10.48%	22.55%	38.95%	2.37%	100.00%

Fish Program Administration includes the Assistant Director, Deputy Assistant Director, five Regional Program Managers and the Administrative Operations Division Manager who foster links between the Program and the Director's Office, the Department's Regional Directors, and other WDFW programs to promote integrated agency management, communications, and

collaboration. It provides leadership to integrate Fish Program participation in addressing WDFW priorities at the state level.

The Administrative Operations Division provides the essential infrastructure for the program's policy development, budget development and monitoring, contracts management, rules and legislation coordination, public information materials, information technology, administrative/clerical support, personnel issues coordination, frontline customer service and guidance to other areas of the Fish Program. Two agency-level grant programs, the Aquatic Lands Enhancement Account (ALEA) Cooperative Grant Program and the Regional Fisheries Enhancement Group Program are included in this Division, as well as the agency's Volunteer Program, Outreach and Education, and the "Go Play Outside" Program. The Division provides support for 791 Program FTEs.

Science

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
128.3	7,015,132	1,852,415	99,739	10,715,891	5,180,234	24,863,411
	28.21%	7.45%	0.40%	43.10%	20.83%	100.00%

The Science Division works closely with the other divisions in the Fish Program to ensure that the production and management of fish resources is based on sound science. Developing and maintaining this base of scientific information requires an effective sample and experimental design, accessible and accurate data, cutting-edge analyses, and scientifically justified interpretation and application.

Providing a sound, scientific basis for salmonid recovery planning is a vitally important task of the division. Key questions the division is addressing include:

- What is the current status of stocks?
- What is the production, productivity, and diversity of stocks required for recovery?
- What is the suite of management actions that will lead to recovery?
- What are the risk and benefits of artificial production?
- How many fish can be harvested without endangering recovery?
- What habitat restoration projects provide the greatest benefit at least cost?
- How effective are the recovery actions?

Led by the Chief Fish Scientist, the division includes seven working units, each playing a key role in fulfilling the mission of the division, the Fish Program, and the Department.

Science Administration - The Chief Fish Scientist provides direction for the Division and serves as the agency expert on fish research and data analysis in a number of local, state, national, and international forums.

Quantitative Assessments - The Quantitative Assessments unit works to assure Fish Program sampling programs, statistical analyses, and computer programs are scientifically defensible and

cost-effective. This is accomplished by providing quantitative expertise for the development and review of core agency assessment functions, including preseason predictions of catch, abundance, and/or allowable harvest rates, and postseason estimates of abundance, catch, key life history parameters, and exploitation rates. One key task that the unit continues to address is the development of analytical tools to implement selective fisheries to harvest abundant hatchery stocks while limiting adverse impacts on stocks of concern.

Biological Data Systems - The Fish Program relies on the information systems specialists, data compilers, and database personnel to provide timely, accurate estimates of relevant resource statistics, standardized and documented statistics, and access to core Fish Program data. Included are major long-term databases such as hatchery releases and stocking, hatchery returns, commercial and recreational harvest, stock assessment information, and spatial Geographic Information Systems (GIS) fish distribution. Information is made available to citizens and other governments through the web application SalmonScape, the Regional Mark Information System at Pacific States Marine Fisheries Commission (PSMFC), the Washington Natural Resources Information Portal, and other online systems.

Conservation Biology - This unit is the focal point for tracking salmonid stock status, identifying strategies to maintain or enhance stocks, and develops recovery plans. Experts in genetics, population dynamics, and salmon biology work synergistically to guide the development of recovery goals and maximize the effectiveness of stock restoration actions. The foundation of this work is the Salmon and Steelhead Stock Inventory (SaSI). SaSI is a central repository for information on the annual number of spawning fish and the status of fish stocks throughout the state. This information can be accessed through the web application SalmonScape. The unit develops tools to identify the improvements in hatchery programs and habitat that are most likely to have the greatest benefits to salmon production. This unit includes the DNA genetics laboratory, which is important to stock identification and provides productivity analyses using the latest research and laboratory techniques.

Freshwater Productivity - This statewide monitoring program provides data collection and analysis to determine long-term salmon population trends linked to habitat conditions, tracks variations in marine survival, provides forecasts of abundance for coho salmon, and determines the optimal numbers of spawning fish. In cooperation with the Department of Ecology, the unit participates in the Intensively Monitored Watershed program measuring the physical and biological watershed characteristics and the impacts of restoration/recovery actions on these watersheds.

Hatchery Evaluation, Interaction, and Utilization - The focus of this unit is hatchery reform, or the transformation of hatcheries from one of the all-H (habitat, hydro, harvest, and hatcheries) risk factors to an integrated, productive, stock recovery and fishery enhancement methodology. To promote hatchery reform, the unit evaluates and monitors statewide fish hatchery operations to maximize program effectiveness, minimize negative interactions with wild stocks, and assure compliance with legislative mandates, legal obligations, agency policies, and federal permitting requirements. The group also tags and marks hatchery fish to facilitate selective fisheries and to identify the origin of adults returning to natural spawning areas, and for processing all coded-wire-tags recovered from Washington fisheries and hatcheries.

Hatchery/Wild Interactions - The interactions of salmonids of hatchery and natural origin is a controversial issue in natural resource management. This unit conducts long-term field research projects to evaluate the ecological, genetic, and demographic benefits and risks of hatchery programs. It also provides the agency with a scientific basis for artificial production programs. An integrated research program is conducted throughout the state, with research stations located in the Upper Columbia, mid-Columbia, Snake, Lower Columbia, and Puget Sound regions.

Ecological Investigations - Scientists in this unit develop, test, and implement studies to improve the biological basis of fishery management and artificial production. Examples of work accomplished are: 1) identification of the age and/or stock origin of fish from scales, otoliths, and fin rays; 2) implementation of supplementation programs for ESA listed species and other stocks of critical status and evaluation of types of programs that restore populations most effectively; 3) developing fishing gear that facilitates selective fisheries for hatchery stocks of salmonids; 4) evaluating alternative supplementation strategies for Lake Washington sockeye and identifying the factors limiting salmonid production in a complex, urbanized, multi-subbasin lake watershed; and 5) identifying the factors limiting harvestable trout and kokanee production in Banks Lake and Roosevelt Lake.

Hatcheries

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
304.2	9,456,874	5,148,713	4,807,934	12,890,077	18,314,296	50,617,894
	18.68%	10.17%	9.50%	25.47%	36.18%	100.00%

The Hatcheries Division is responsible for producing healthy, quality fish, which are used to meet the fish management objectives of the state. Hatcheries are responsible for the following outcomes: fishing opportunities for commercial, recreational and tribal fishers; restoration and protection of fish species/stocks that are listed under the Endangered Species Act or whose sustainability requires intervention; and the preservation of critical genetic material through a variety of science-based actions such as captive broodstock programs. Hatcheries provide salmonid eggs and fry for classrooms statewide and support more than 400 volunteer cooperative groups to improve, enhance and recover the state's salmon resource.

Division Administration - The Hatcheries Division Manager is responsible for providing leadership in production of hatchery finfish. Duties include budget, personnel, and responding to legislative requests and changes, as well as fostering and promoting coordination with the regions, other divisions, other programs, tribal governments, and other agencies.

Regional Operations Management - Daily Regional operations of the sixteen hatchery complexes is the responsibility of the Regional Fish Program Managers. These individuals provide consistent statewide hatchery management practices necessary to achieve state-level hatcheries' goals. The Regional Fish Program Managers communicate with tribal groups, federal and local agencies, and cooperative non-profit groups regarding strategic planning and emerging issues to help develop the best local solutions.

Fish Health - This unit provides support for maintaining the health of fish in hatcheries through both preventive and diagnostic work. Staff develops and administers, in concert with tribal co-managers, fish health policies to protect the health of hatchery and wild finfish. The Fish Health unit is also responsible for developing and administering disease control regulations for private finfish aquaculture. Fish Health operates an accredited laboratory, which performs diagnostic tests and health certifications for viral, bacterial, and parasitic diseases. The laboratory provides services for all fish managed by WDFW and on a fee basis for non-agency requests.

Hatcheries Field Staff - This unit is responsible for all fish culture activities and daily facility maintenance at agency operated hatcheries. The Future Brood Document, Hatchery Genetic Management Plans, and other published plans developed jointly with agency management and policy staff define the tasks carried out by this unit. External entities including tribal groups, federal and local agencies, and cooperative non-profit groups are also involved. All aspects of facility operation are assigned to this unit including all phases of fish culture from gamete collection to adult trapping; incubation, hatching, rearing, transport, and release of salmon, steelhead, trout and warm water species; and administration of hatchery specific budgets, agency policies, staff training, and facility maintenance.

Fish Management

FTE	General Fund State	Wildlife Fund State	Other Funds State	Federal Funds	Local Funds	Total Funds
312.1	15,124,324	3,870,350	4,312,874	9,543,416	6,720,314	39,571,278
	38.22%	9.78%	10.90%	24.12%	16.98%	100.00%

The Fish Management Division is responsible for fishery management for the protection, recovery, enhancement planning, and management of all marine and aquatic fish and shellfish within Washington State. Species managed by the Division include resident and introduced species, as well as those species that migrate past state and international borders. The Division is organized into three statewide fishery management units supervised by the Division Manager. The Division interacts extensively with the Science and Hatcheries Divisions to meet Department goals and objectives. The Division also works in cooperation with other resource management agencies, tribal co-managers, and administrative jurisdictions to further the protection and management of fish.

Division Administration - This unit provides policy guidance to Division staff statewide to ensure consumptive and non-consumptive opportunities are available to the public, that will provide the continuing stewardship needed to perpetuate the state's aquatic species. These activities are coordinated with Intergovernmental Resource Management, headquarters managers, the five Regional Fish Program Managers, Regional Directors, and other staff to achieve an integrated approach to resource management and public service. Controlling aquatic nuisance species, youth fishing, and ESA permitting compliance are coordinated through this division.

Statewide Fishery Management Units - These units coordinate and direct statewide fish management activities to meet Department objectives for the broad array of fish and shellfish species as directed by statute. This involves effective communication and collaboration between central and regional program staff. Such communication results in the promulgation of regulations to ensure stewardship; meeting public needs consistent with conservation; and providing coordination and development of public information to keep stakeholders and citizens informed. Activities are coordinated to ensure Department priorities and policies are consistently carried out across the state.

Marine Resources - This unit provides for the stewardship of marine fish and shellfish through development of individual species management plans within a framework of an overall management plan. This approach addresses the need to balance opportunities between commercial and recreational interests while considering treaty tribe obligations. In addition, the aquatic nuisance species activities are included in this unit that provides intra-divisional and intra-Program support for these issues. This group deals with legislators, public and private entities, field control teams, and regional staff and other external entities to prevent the introduction and spread of non-native aquatic nuisance species such as European green crab, the Chinese mitten crab, zebra mussel, etc.

Salmon - This unit provides leadership for statewide salmon management. Staff is responsible for managing Puget Sound commercial and recreational salmon fisheries and are closely involved with managing ocean salmon fisheries. In addition, sampling and monitoring programs for marine commercial salmon and some bottomfish fisheries are developed and conducted by this group. Sampling programs are also conducted for marine and some freshwater recreational salmon fisheries in the ocean and Puget Sound. Staff participates as members of Pacific Salmon Treaty (PST) and Pacific Fishery Management Council (PFMC) technical workgroups with Canada, other states, agencies, and tribes.

Inland Resources - This unit provides leadership for statewide steelhead, triploid trout, youth fishing, steelhead and anadromous trout and resident fish species management. ESA permit and compliance activities are assigned to this Division to provide intra-divisional/Program support for these issues. Staff is responsible for coordinating, producing, and filing all federal permits for activities requiring permits under ESA.

Regional Operations - Daily regional operations of fish management activities are the responsibility of the Regional Fish Program Managers. They are responsible for developing and implementing fishery management actions within each of the six regions. Activities include directed, focused fish management support for Regional Directors, development of region-specific regulation proposals, sampling field work, lake rehabilitation, fish stocking, local assessment activities, etc. The Regions operate on the basis of collaborative work plans developed by Fish Program Management staff and the Regional Directors. The Regional Fish Program Managers communicate with Hatcheries and Science staffs, as well as the Regional Directors. Decision-making is collaborative with some decisions being made at the district level, regional level or forwarded to headquarters for implementation or resolution.

AUTHORIZING ENVIRONMENT AND ENVIRONMENTAL SCAN

State and Federal Statutory Authorities-Obligations and Court Decisions

Citation:	Description:
Title 77	Authorities for the Department of Fish and Wildlife
RCW 77.04.013, 77.04.020, 77.04.055, 77.04.090	Fish and Wildlife Commission Authorities and Responsibilities
RCW 39	Public Contracts
RCW 77.32	Recreational Hunting and Fishing Licenses, Stamps, Permits, Tags, Raffle Tickets
RCW 34	Administrative Procedures
RCW 42.17	Public Disclosure
Public Law 95-224	Federal Grant and Cooperative Agreement Act
Federal Obligations and Authorities	Columbia River Compact, Magnuson-Stevens Fishery Conservation Act Pacific Fishery Management Council North Pacific Management Council Convention on Conservation and Management of Pollock Resources in the Bering Sea North Pacific Halibut Act International Pacific Halibut Commission Pacific States Marine Fisheries Commission Pacific Salmon Treaty North Pacific Anadromous Stocks Act of 1992 Columbia Basin Fish and Wildlife Authority Northwest Power Act Endangered Species Act
Court Decisions	<u>U.S. v Washington</u> Puget Sound Management Plan Co-Management Stipulation of 1997 Shellfish Order of 1994 Shellfish Implementation Order of 1993 <u>U.S. v Oregon</u> Columbia River Salmon Management Plan State of Washington v Buchanan Geographic Scope of Tribal Hunting Privilege
RCW 77.15.075	Authorizes Fish and Wildlife Officers to enforce Title 77
WAC 220 & 232	Commission Rules supporting Title 77

RCW 10.93.020	Authorizes Fish and Wildlife Officers police powers vested in sheriff and police officers generally
RCW 9 & 9A	Criminal codes
RCW 69.30	Sanitary Control of Shellfish
RCW 76.04	Forest Protection Act
RCW 79.01.805, 79.01.810, 79.01.815	Seaweed Harvest and Possession Limits
RCW 88.02, 43.51.400, 79A.05.310	Watercraft Registration and boating safety education
RCW 77.36	Wildlife Damage
RCW 77.32.155	Hunter Education training
RCW 77.55	Construction Projects in State Waters -Hydraulic Permit Approvals
U.S.C. 33	Construction Projects Federal Rivers and Harbors
RCW 4.14	Liability for Owners of Land and Water Areas being used for Recreational Purposes
RCW 36.70	Growth Management Act
RCW 43.21C, PL 91-190, PL 101-380, PL 99-499	State and Federal Environmental Policy and Oil Pollution Act
RCW 43.220.120, 43.21J	Environmental and Forest Restoration Projects
RCW 76.04.600, 610, 660, 730, 750	Forest Fire Protection and Obligations
RCW 76.09	Forest Practices Act
RCW 78.44, 78.56	Surface and Metal Mining
RCW 90.03.200, 90.22.010, 90.48, 90.54, 90.56, 90.58, 90.70, 88.46.060, U.S.C. 33-1341 & 1344	Water Rights, Protection, and Pollution
U.S.C.	Coastal Zone Management Act
RCW 77.12.020	Wildlife to be Classified
RCW 77.12.035	Protection of Grizzly Bears-Limitations on Transplantation, or Introduction-Negotiations with Federal and State Agencies
RCW 77.12.037, 77.12.210	Acquisition, Use, and Management of Property, Department Property-Management, Sale
RCW 77.12.150	Game Seasons-Opening and Closing-Bag Limits

RCW 77.12.201, 77.12.203	Payments to Counties in Lieu of Taxes
RCW 77.12.204	Grazing lands, leases
RCW 77.12.260	Agreements to Prevent Damage to Private Property
RCW 77.12.610, 77.12.620, 77.12.630	Gathering Biological and Other Data at Check Stations
RCW 77.12.650, 77.12.655	Protection of Bald Eagles and their Habitats
RCW 77.12.790, 77.12.800	Eastern Washington Pheasant Enhancement Program.
RCW 77.12.820	Eastern Washington Pheasant Enhancement Account-Use of the Moneys
RCW 77.70.220	Geoduck Fishery
RCW 77.20.220	Herring – Spawn on Kelp
RCW 77.04.012, 77.12.047, 77.04.55	Management of Fish and Shellfish resources
RCW 77.95	Salmon Enhancement Plan – Enhancements Projects. Regional Fisheries Enhancement Groups - Rebuilding Wild Salmon Stocks
RCW 77.60.030, 77.60.040	Management of State Oyster Reserves
RCW 77.95.220, 77.95.240, 77.95.280, 77.55.080,	Enhancement of Salmon Runs – Production, Purchase of Salmon Smolts, Marking
RCW 77.105	Recreational Salmon and Marine Fish Enhancement Program
RCW 77.12.455, 77.60.060, 77.115.10	Prevention and Suppression of Diseases and Pests Affecting Fish and Shellfish
RCW 77.75.010, 77.75.030	Fishery Co-Management – Columbia River Compact and Pacific Marine Fisheries Compact
RCW 77.12.451, 77.12.177	Authorization of the Director to Sell or Give Away to State Institutions or Economically Depressed People Food Fish or Shellfish Taken During Test Fishing Operations
RCW 77.12.420, 77.12.440, 77.12.710, 77.44.010	Enhancement of Recreational Salmon, Marine Fish and Game Fish Opportunities
16 U.S.C. 3631	The Pacific Salmon Treaty Act - Implementation Between United States and Canada for the Conservation and Management of Salmon
16 U.S.C.1801-1882	The Fishery Conservation and Management Act of 1976 establishing the 200-mile Fishery Conservation Zone
RCW 77.70.160, 77.70.180	Emerging Commercial Fishery Authority and Management
RCW 77.70.280-77.70.320,	Coastal Crab Management, License Limitations,

77.70.330, 77.70.340, 77.70.350,
77.70.360, 77.70.370, 77.70.380,
77.70.390, 77.70.400

Tri-State Management, and Coastal Crab Account

RCW 77.12.425

Modification of Inadequate Fishways and Protective Devices

RCW 77.44
RCW 77.95.200

Warm Water Game Fish Enhancement Program
Remote Site Incubator Program

RCW 77.65.510, 77.15.520,
77.65.520

Direct Retail Sale of Salmon and Crab –
Endorsement

RCW 77.95.270

Viable Eggs

RCW 77.32.256, 77.32.430

Catch Record Cards

RCW 77.105.160

Puget Sound Recreational Fisheries Enhancement Oversight
Committee

RCW 77.120

Ballast Water Discharge

Major Partner, Supplier, and Customer Groups and Their Expectations

Lead Entities were created by the state legislature in 1998 to encourage community-based salmon recovery efforts. Currently there are 26 Water Resource Inventory Area (WRIA)-based lead entity groups that are funded to establish salmon habitat priorities, develop strategies to achieve these priorities and to solicit salmon habitat projects that are consistent with those priorities. Lead entities take their local projects forward to the Salmon Recovery Funding Board and other sources to compete for grant funding.

Lead entities are composed of representative interests from counties, cities, tribes, conservation districts, conservation organizations, landowners and citizens. There is also a Lead Entity Advisory Board comprised of nine members appointed by the Director that advises the Department and the Salmon Recovery Funding Board on issues relevant to the Lead Entity Program. State grants for Lead Entities are provided and administered by the Department. Staff also helps develop strategy and coordinate and provide outreach assistance. Department biologists and watershed stewards provide technical assistance and scientific expertise.

Regional Fisheries Enhancement Groups (RFEGs) implement salmon enhancement and recovery projects. There are fourteen groups working within specific geographic boundaries. These non-profit organizations receive state and federal funding and attract local support for their work. There is a RFEG Advisory Board that is made up of citizens appointed by the Director of the Department. The advocates for and helps coordinate the efforts of the fourteen groups. The Department provides some administrative support to the RFEG Advisory Board and also provides policy and technical assistance to each group.

RFEGs are invaluable project sponsors, working with landowners, volunteers and local contractors to complete on-the-ground restoration and enhancement projects. RFEG members often hold seats on lead entity committees and work collaboratively to shape the watershed's priorities and enhance coordination between the two project delivery systems. RFEGs operate at the grassroots salmon recovery project level providing outreach and education, maintaining relationships with citizens and landowners, and building local support for salmon recovery.

The 2010 Olympics in British Columbia, Canada presents an opportunity to generate tourism opportunities related to watchable wildlife activities in this state. Watchable wildlife staff will be working with staff from the Department of Community Trade and Economic Development to develop tourism opportunities primarily in Skagit and Whatcom Counties; along the Cascade Loop, - Highways 20 and 2 in Skagit, Whatcom and Okanogan counties; the Okanogan River Gateway along Highway 97 etc. Interestingly, wildlife viewing is seen as a viable approach to generating economic development through tourism. The 2003 Legislature directed the Departments of Fish and Wildlife and Community and Economic Development to develop a Strategic Plan for Wildlife Viewing. The strategic plan was completed in 2004 and has been partially implemented.

This initiative will utilize existing cooperative ventures that include: the Skagit County Wildlife Festival, the Skagit River Bald Eagle Festival, two Audubon Washington State Great Birding Trails, Lake Terrell and Skagit Wildlife Area world famous concentrations of tundra and

trumpeter swans, snow geese and raptor, Ephrata Bald Eagle Festival, the Othello Sandhill Crane Festival, Wenatchee River Salmon Festival etc.

Partners include local community and county parks and recreation offices, chambers of commerce and local economic development offices; the Washington State Parks Commission; Washington State Department of Natural Resources; the Washington Department of Transportation; the Washington Interagency for Outdoor Recreation; U.S. Forest Service; U.S. Fish and Wildlife Service; U.S. Bureau of Reclamation; N.O.A.A.- Marine Fisheries Service; National Park Service; U.S. Army Corp of Engineers; Tribes; Washington Audubon office and local chapters etc.

Ecoregional conservation assessments covering the landscape of Washington identify sites and landscape features that are important for conserving the full range of the state's biodiversity. The Department is currently working in partnership with The Nature Conservancy and the Department of Natural Resources on assessments of nine ecoregions. The assessments do not replace individual species recovery or management plans for harvested species, but are designed to ensure that the highest priority biodiversity sites are identified and protected first.

These ecoregional assessments compile existing biodiversity information, conduct a spatial analysis, and design alternative conservation portfolios for sites and landscapes of high priority. Data are compiled and analyzed for species and habitat types, as well as land ownership and other geographic features. Terrestrial, aquatic, and marine conservation portfolios will be developed and reviewed by scientists from agencies, tribes, academic institutions, and nongovernmental organizations. These assessments will be used to guide habitat protection, influence management of public lands, assist counties in land use planning, and guide priorities for grant programs.

Other stakeholders and advisory groups include: Game Management Council, Waterfowl Advisory Committee, Steelhead and Cutthroat Policy Advisory Committee, Inland Fish Policy Advisory Committee, Puget Sound Recreational Fisheries Enhancement Oversight Committee, Anadromous and Marine Sport Fish Advisory Committee, Puget Sound Shrimp Advisory Committee, Puget Sound Dungeness Crab Advisory Group, Columbia River Recreational Advisory Group, Hunters Heritage Council, Audubon Washington, The Nature Conservancy.

STRATEGIC PLAN HIGHLIGHTS

Agency Mission

The Washington State Department of Fish and Wildlife serves Washington's citizens by protecting, restoring and enhancing fish and wildlife and their habitats, while providing sustainable and wildlife related recreational and commercial opportunities.

Agency Goals

1. Healthy and diverse fish and wildlife populations and habitats
2. Sustainable fish and wildlife opportunities
3. Operational excellence and professional service

Agency Objectives

1. Develop, integrate and disseminate sound fish and wildlife and habitat science.
2. Protect, restore and enhance fish and wildlife populations and their habitats.
3. Ensure WDFW activities, programs, facilities and lands are consistent with local, state and federal regulations that protect fish, wildlife and their habitats.
4. Influence the decisions of others that affect fish, wildlife and their habitats.
5. Minimize adverse interactions between humans and wildlife.
6. Provide sustainable high quality fish and wildlife-related recreational and commercial opportunities while improving the economic wellbeing of Washington, compatible with maintaining healthy fish and wildlife populations and habitats.
7. Work with tribal governments to ensure fish and wildlife management objectives are achieved.
8. Provide excellent professional service.
9. Develop information systems infrastructure and coordinate data systems to provide access to services and information.
10. Connect with those interested in Washington's fish and wildlife.
11. Provide sound sustainable operational management of WDFW lands, facilities and access sites.
12. Improve the effectiveness and efficiency of WDFW through sustainable operational and support activities.

Agency Strategies

WDFW will provide leadership in developing, integrating and disseminating the best applied science for use in policy and management decisions affecting fish and wildlife and their habitats.

WDFW will continue to improve access to priority scientific data and information for key partners and the public.

WDFW will utilize multi-species, habitat-based approaches to resource management and conservation to improve the effectiveness in maintaining healthy populations and recovering those that are not.

WDFW will manage its wildlife areas to protect and provide habitat to achieve healthy and diverse fish and wildlife populations, and provide for compatible fish and wildlife recreational opportunities.

WDFW will protect fish, wildlife and their habitats by both increasing voluntary compliance and enforcement of state statutes.

WDFW will ensure that Department actions, lands and facilities meet local, state and federal regulations that protect and recover fish, wildlife and their habitats. Impairments to fish and wildlife recovery on WDFW lands and facilities will be identified and addressed.

WDFW will collaborate with landowners, local governments, land management agencies and tribal, state and federal governments that influence decisions important to fish, wildlife and habitat.

WDFW will work with other land management entities to identify where habitat protection can occur most effectively and efficiently. WDFW will work with these entities to protect priority habitats through numerous strategies including incentives, easements, agreements, and acquisitions.

WDFW will provide technical review and technical assistance as well as provide access to information and management recommendations to assist others in protecting and restoring fish, wildlife and their habitats. WDFW will actively seek feedback on the value of the information and technical assistance it provides in order to improve service

WDFW will ensure public safety by minimizing adverse impacts of wildlife to agricultural, horticultural and rangeland crops, while maintaining healthy, self-sustaining wildlife populations.

WDFW will reduce public exposure to health risks through increased shellfish monitoring, while enforcing shellfish regulations and developing fish-health advisories.

WDFW will provide sustainable fish and wildlife opportunities through effective management decisions while improving the economic well-being of the state.

WDFW will increase the watchable fish and wildlife opportunities and information it provides to the public.

WDFW will provide access to areas where fish and wildlife can be enjoyed as a vital component in providing opportunities. WDFW will develop strategies to maintain and improve access for the public to take part in fish and wildlife opportunities.

WDFW will work to maximize the effectiveness of State and Tribal strategies and processes to ensure there are healthy and harvestable fish and wildlife populations.

WDFW and Tribal managers will identify State-Tribal agreements and plans to address, implement and evaluate each year.

Every WDFW employee will provide excellent service to the public as well as internally to WDFW employees. Excellent service includes respectful, professional and timely responses to those requesting service or information from the Department.

Each program will identify key services and implement strategies to obtain feedback as to the quality and usefulness of the services provided. This information will be used to improve service and identify the most useful services provided.

WDFW will implement an Information Systems strategic plan

WDFW will facilitate effective communication strategies to increase the public understanding of the health of Washington fish, wildlife and habitats, and the opportunities to enjoy, protect and recover them.

WDFW will continue to foster and improve volunteer activities and partnerships that assist in achieving mutual goals of protecting and enhancing fish and wildlife and their habitats.

WDFW recognizes the value of managing its lands and facilities in a manner that allows us to be good neighbors in the community. WDFW facilities, lands and access sites will meet basic operational standards, which include maintenance, access, signs, fences, toilets, weed control and condition of facilities.

Strategies will be developed to ensure sound sustainable operational management is based on solid, reliable, easily accessible information and scientific data.

WDFW will pursue “good neighbor” approval to manage its lands.

WDFW will continue to implement Department-wide business practices that improve the effectiveness, efficiency, and sustainability of both operational and support activities.

Contracts management, licensing, cost accounting system, and budget tracking system practices will be continually improved.

Every employee shall work with their supervisor to understand how they fit into the Department’s strategic plan. Individual performance measures will be established so that each employee will know how their success will be measured, and individual competencies will be set to guide their training plan for the next year.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS

Strengths

The Washington Department of Fish and Wildlife continues to provide sustainable opportunities for recreational and commercial fishing, hunting, and wildlife viewing, while protecting and preserving the state's fish and wildlife populations. This is accomplished by virtue of a highly trained team of scientists, resource managers and support staff, and a continued commitment to maintain productive partnerships with tribal co-managers, citizen advisors and constituents.

Weaknesses

Continued loss of habitat and recreational access to private lands have seriously challenged the Department's ability to protect state resources and provide recreational opportunity. At the same time, constituents have sought additional recreational opportunity and less regulatory complexity. In addition, federal protection listings for wild salmon and other species have placed new demands on WDFW staff time and resources. The depletion of the Wildlife Fund to make up for other state budget shortages has also severely strained the agency's budget.

Opportunities

The Department could make new inroads by forging new alliances with local officials in an attempt to create community-specific recreational activities. Also, the agency, by expanding its efforts with private landowners, could potentially increase recreational opportunity by increasing the percentage of private landowners providing access to their lands. Additionally, the Department, by expanding its outreach efforts with industry, agriculture and others, could promote greater understanding of the needs of fish and wildlife.

The state's continued population growth and aging baby boom generation could result in increasing numbers of citizens participating in various outdoor recreational pursuits such as fishing and wildlife viewing. While the Department could capitalize on this trend to promote greater public support for fish and wildlife, the trends could also result in greater pressures on fish and wildlife- and agency-resources.

Threats

Increasing population and development could pose further threats to fish and wildlife habitat, whether its land or water loss or pollution. Failure to maintain fiscal support on the federal, state and local levels to successfully complete initiatives now underway to recover depleted listed salmon and other fish and wildlife resources could result in further harm and restrictions on those resources, as well as the continued erosion of the economic and other benefits brought about by these resources and a deterioration of constituent relationships.

EMERGENT ISSUES

Lower Columbia Coho – Likelihood of Listing and Potential Impacts

The Lower Columbia Coho Evolutionarily Significant Unit (ESU) has been proposed for listing under the Endangered Species Act. This ESU includes coho salmon populations on both the Oregon and Washington sides of the Columbia River up to and including the Big White Salmon River. Technical information presented in the status review and discussions with NOAA staff suggest that listing is likely in the absence of a state recovery plan. Although chum, chinook, and steelhead in this area are already listed, the addition of coho salmon could have important ramifications for Washington Department of Fish and Wildlife (WDFW) hatchery programs and fisheries. Coho hatchery programs in the lower Columbia River are mitigation for the Columbia River hydropower system and support substantial marine and freshwater fisheries. Substantive modification of hatchery programs, with subsequent effects on fisheries, may be required if coho salmon are listed.

WDFW is pursuing the federal Policy for Evaluation of Conservation Efforts (PECE) as an alternative to the threatened listing under the Endangered Species Act for the Lower Columbia River coho ESU. PECE may be used to avert a listing when conservation measures or plans have been developed, but have not had sufficient time to be effective. In implementing PECE, federal agencies reserve the right to subsequently reevaluate a species' status and may later propose a listing if the application of PECE has been deemed ineffective in recovering the species.

In pursuing PECE for Lower Columbia River coho, WDFW will build upon the Lower Columbia River salmon recovery plan developed by the Lower Columbia Fish Recovery Board (LCFRB). The plan will be finalized and submitted to Governor Locke in December. This is a multi-species plan that was initiated prior to coho being proposed for listing under the ESA and therefore coho recovery actions are not as fully developed as the ones for other species (chum, chinook and steelhead). WDFW has taken several steps to see that PECE is applied to Lower Columbia River coho. The Department has

- Asked the LCFRB to incorporate our strategy for pursuing PECE for coho in the nearly complete salmon recovery plan;
- Consulted with NOAA Fisheries on what planning documents, data, and information they will need to apply PECE for Lower Columbia River coho;
- Contacted Oregon Department of Fish and Wildlife and gained their participation and support of our effort;
- Initiated scoping of a monitoring program for coho that will assess current status of coho and population trends; and
- Retained LCFRB for continued work on coho sections of the plan, following its initial release.

An estimated budget is being developed for implementing the monitoring program and for continued work on coho recovery planning for use with PECE.

Lower Columbia River Chum, Chinook, and Steelhead Recovery Plan

Chum, chinook and steelhead salmon inhabiting the Columbia River were listed as threatened under the federal Endangered Species Act (ESA) in May 1999. Chum, chinook and steelhead salmon are included in the “Lower Columbia Salmon and Steelhead Recovery and Subbasin Plan” being produced by the Lower Columbia Fish Recovery Board (LCFRB). A draft of the recovery and subbasin plan is currently out for public review and the completion date for the final document is December 31, 2004. Measures necessary to recover chum, chinook and steelhead salmon in the lower Columbia River are included in the draft recovery and subbasin plan with different aspects of the plan gathering different levels of support depending on the organization commenting on the plan. Measures set forth in this plan will provide the basis for actions the state of Washington will be required to enact to recover Columbia River chum, chinook and steelhead salmon. Additionally, as part of the subbasin and recovery plan, recovery goals will need to be established for total abundance and geographic distribution. Stakeholders involved in production of the recovery and subbasin plan include the LCFRB, NOAA Fisheries, Salmon Office for the Governor of Washington, Washington Department of Fish and Wildlife, Washington Department of Ecology, local governments (city and county), and general public. The current draft of the recovery plan is available via the LCFRB website (www.nwcouncil.org/fw/subbasinplanning/lowercolumbia/plan/).

Cougar Management in Washington State

Cougar management has been in a state of flux for about 8 years in Washington State. In 1996, Voter Initiative 655 banned the use of dogs for hunting cougar. In the four years following the Initiative, human-cougar interactions steadily increased to nearly 1,000 complaints in 2000. As a result, the Washington State Legislature passed Substitute Senate Bill 5001 during the 2000 session, which again allowed dogs for hunting cougar, but only in specific areas to address public safety issues, and pet and livestock depredations. The focused hunts were called “public safety cougar removals.”

Since 2002, cougar populations appear to be declining in portions of Washington and statewide cougar complaints are down to pre-Initiative 655 levels. However, Washington Department of Fish and Wildlife’s (WDFW) ability to achieve two management objectives remain problematic; serious human safety issues continue in specific areas, such as northeastern Washington, and managing cougar populations is more difficult without the use of dogs for hunting.

To address these concerns, the 2004 Washington State Legislature amended the statute a second time by passing Substitute Senate Bill 6118, which allowed cougar hunting with dogs during a 3-year pilot program in five northeastern counties. The objective of the bill was to enhance public safety and protection of property, and to provide a more effective and biologically sound cougar management program.

In 2007, WDFW and County authorities will report to the Fish and Wildlife Commission and the appropriate committees of the Legislature on the results of the 3-year pilot program. The report will include a summary of how the pilot project addressed human safety, cougar population management, and a recommendation as to whether the pilot project would serve as a model for effective cougar management in the future.

Spotted Owl Litigation

The Department along with the Department of Natural Resources and the Forest Practices Board has been sent a 60-day notice of intent to file a lawsuit by the Washington Forest Law Center (representing Seattle and Klickitat Audubon). The notice contends that the state is in violation of the federal Endangered Species Act as it pertains to the protection of the northern spotted owl. They argue that forest practices permits issued by the state result in significant loss of habitat around known owl territories that result in take. The Department and the Department of Natural Resources are working with the Forest Law Center and its clients to negotiate a settlement agreement instead of going to court.

LEGISLATIVE PROPOSALS

Approved by the Fish and Wildlife Commission August 2004

These are the more significant pieces of draft legislation that were submitted to the Office of Financial Management to be considered for inclusion in the Governor's Legislative Request Package to the 2005 Legislature. It is currently unknown which pieces of draft legislation will be accepted by the Governor and proposed for consideration by the Legislature. Revenues generated from the dedicated purpose category would cover costs associated with the related program activity. The proposed revenue enhancements under the General Purpose category are needed to support any future growth in State Wildlife Account expenditures.

Policy Changes (Dedicated Purpose)

Administrative Fee for Failure to Report Wildlife Harvest (Z-0057)

- Decriminalizes non-compliance with mandatory harvest reporting. Currently, violation of reporting rules is a misdemeanor.
- Creates an administrative penalty, which must be paid in order to obtain a current license.
- Current low reporting rates result in reduced accuracy of harvest estimates at the game management unit level, and follow-up surveys of hunters who did not report by deadline delay the results and drive up cost of harvest estimation.
- Estimated revenue -- \$225,000 per year.

Expanded Hunter Access to Private Lands (Z-0059)

- Expands current access programs, and incorporates a new program that provides grants or pays private landowners a lease fee for public (hunter) access and habitat improvements on their lands.
In order to pay for a program like this, a funding mechanism must be identified.
- Creates a surcharge of \$5 for residents and \$25 for nonresidents on all big game licenses, and on small game licenses purchased without a big game license.
- Dedicates funds to the private lands habitat and hunter access program.
- Recent hunter surveys confirmed the importance of private land hunting opportunities, and hunters want WDFW to pursue additional access programs. They have indicated a willingness to pay for hunting on private lands.
- Estimated revenue – Surcharge expected to generate \$1.2 million per year.

Increase State Wildlife Account Revenue (General)

Redirect Saltwater License Revenue to WLS (Z-0056)

- Redirects commercial fishing license fees and recreational saltwater and shellfish license fees from the General Fund to the Wildlife Fund.
- Continued reductions in General Fund monies are hampering the Department's ability to effectively conduct essential, basic fisheries management.
- Estimated revenue -- \$2,615,348 first fiscal year (\$845,989 from commercial license fees and \$1,769,359 from recreational saltwater and shellfish license fees).

Create 1-5 Day Resident and Non-Resident Temporary Fishing Licenses (Z-0062)

- Creates a one to five consecutive day temporary combination fishing license.
- Changes existing charter stamp from a 2-day license to a 1-day license.
- Provides greater flexibility to license holder than current two-day temporary fishing license that would be replaced by this proposal.
- New licenses would be priced competitively with comparable licenses in Oregon.
- Estimated revenue -- \$557,864 per year.

Multiple Season Big Game License (Z-0055)

- Allows deer and elk hunters to enter a drawing for the opportunity to purchase multiple season licenses, which would allow them to hunt in three season timeframes (archery, muzzleloader, and modern firearm).
- Limits number drawn to control any potential for increased harvest success and impact to deer or elk populations.
- The annual harvest would remain one deer or elk; the hunter would merely be allowed to hunt in all three seasons.
- The cost of the multiple season licenses would be \$150, in addition to the underlying license purchase.
- Estimated revenue -- \$325,000 per year, if 2,000 licenses were available on an annual basis.

Primary Turkey Tag Isolation (from the Small Game License) (Z-0054)

- Charges a separate fee for the first tag of \$12. Second and third tags would continue to have a base price of \$18. Currently, the first turkey tag is provided free to small game license buyers.
- Estimated revenue -- \$125,000 per year.